

28 July 1978

MEMORANDUM FOR THE RECORD

STATINTL

FROM: [REDACTED] ADMAG Recorder

SUBJECT: Minutes of ADMAG Business Meeting, 17 July 1978

1. (U) The normally scheduled monthly business meeting of ADMAG was held on 17 July 1978 in the DDA Conference Room. Members present were:

STATINTL

[REDACTED]  
MG  
Security  
Logistics  
Medical Services  
Finance  
Communications  
Personnel  
Data Processing

STATINTL

2. (U) The first order of business was to select new officers for the 1 July - 31 December 1978 period. [REDACTED] agreed to be Chairman and [REDACTED] Recorder.

STATINTL

3. (U) The group then undertook a discussion of what activities ADMAG should become involved with and how it could better organize itself. Items on which agreement was reached included:

a. Meeting will be held monthly. They will ordinarily be scheduled for the third Monday of each month at 3:00 PM in the DDA Conference Room - 7D32.

b. Minutes will be prepared on each meeting and will note attendance.

STATINTL

c. Mr. [REDACTED] will be given the agenda and minutes for each meeting. He will be asked to attend meetings on a selective basis.

d. We hope to be able to meet with DDA or ADDA about every three months.

e. ADMAG will expect support from the DDA or ADDA in providing issues for reaction and feedback on items submitted.

STATINTL

f. ADMAG to review the critiques of the Trends and Highlight Course. [REDACTED] to take initiative on this item.

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g. ADMAG will look into DDA training courses particularly orientation programs. No specific tasking. Future agenda item.

h. An article will be submitted for inclusion in the DCI MAG Newsletter indicating the time and place of regular ADMAG meetings and requesting input and attendance. [REDACTED] agreed to work up a draft.

STATINTL

i. ADMAG is interested in briefings on particular subject areas by senior officers. The Grievance System as seen by IC is of special interest.

j. There is some interest in attending the 8:30 morning meetings. This will be discussed next meeting.

4. (U) The next meeting was scheduled for 2 August 78 at 3:00 PM.

[REDACTED]

ADMAC Recorder

STATINTL

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED			
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	EO/DDA	7/31	<i>[Signature]</i>
2			
3	A/DDA	2 AUG 1978	<i>[Signature]</i>
4			
5	DDA	AUG 1978	<i>[Signature]</i>
6	Sybil - file		
ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks:			
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Agenda for the 2 August 78 ADMAG Meeting

1. (U) Meeting with Mr. Blake and Mr. [REDACTED] This is a follow-on to the 11 July 78 session. STATINTL
2. (U) After the above meeting the ADMAG will address the following items:
  - a. Consider requesting Insurance Branch to comment in writing on the rationale for not having a dental insurance program available for employees. (This is in reaction to a request to ADMAG by an Agency employee)
  - b. Discuss the direction to take to critique the Trends and Highlights Course
  - c. Consider whether the LOI and MBO process warrant ADMAG review
  - d. Consider attendance at the 0830 morning meetings
  - e. Review proposed ADMAG action items (attached is a summary of topics by subject area)

*On all items, before meeting  
further in writing, ask responsible  
office to send an appropriate  
officer to discuss the matter*

*Check & see if any other VTC  
has been held since issue sent.*

ADMINISTRATIVE-INTERNAL USE ONLY

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24 July 1978

NOTE

SUBJECT: Topical Presentation of Proposed DDA/MAG Studies

- A. Agency Personnel Management.
  - 1. Current personnel system - better use.
  - 2. Flex time applications.
  - 3. Office vacancy and position lists.
  - 4. Fitness report reviewing comments.
- B. Training.
  - 1. DDA training - orientation, mid-career, evaluative.
  - 2. Clerical training courses - need.
  - 3. Reorientation program - following consecutive overseas tours.
  - 4. Review of DDA Trends and Highlights.
- C. Employee Benefits.
  - 1. Employee facility survey - by location.
  - 2. EAA program - employees in outlying buildings.
  - 3. EAA - need for Headquarters ticketron.
  - 4. Cover inequities.
  - 5. Dental insurance coverage.
  - 6. Agency housing policy.
- D. Logistics.
  - 1. Physical space - need for czar.
- E. Management Advisory Groups.
  - 1. ADMAG charter.
  - 2. MAG's - viability and function.
- F. Directorate/Agency Programs.
  - 1. LOI - need and guidelines.
  - 2. MBO - need and impact.
  - 3. APP and PDP - need and impact.
  - 4. Suggestion program - recognition of correct things.
- G. Agency Structure.
  - 1. Need to reestablish the ExDirComp.
  - 2. Need for regional support bases - WH and Asia.

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20 July 1978

Possible ADMAG Issues  
(1978 - 1979)

1. What are the DDA office attrition rates and how do they compare with those of CIA in general and those of comparable external organizations? If they are unusual, why?
2. Is the DDA Exchange a useful and cost-effective publication?
3. Does the DDA have a policy on office automation? Should we be moving forward more energetically in that area?
4. Is the CIA internal mail service adequate?
5. Is the DDA support to NFAC in the area of cable and report dissemination timely and effective?
6. What are employee attitudes toward the cafeteria service?
  - a. Food? Quality and cost?
  - b. Ambience?
    1. What are employee attitudes toward the new TV monitors?
7. What are employee attitudes toward their working environment (space, attractiveness, temperature, etc.)?
  - How can the environment be improved?
8. Employees express concern about the tone of the communication from top-level Agency management. Often it is described as distant and authoritarian. If this is a problem, how can it be resolved?
9. Employees also express concern about the quality of communication from top-level Agency management. They are concerned about its timeliness, completeness and frankness. For example, many people believe the RIF situation has never been adequately explained. Can this situation be improved?

10. Are the procedures adequate in DDA offices for passing information of general Agency interest down to the working level? (This type of information might include DCI activities, reaction to or explanation of items in the media, general personnel, security or logistics issues, etc.) Some offices rely on official organizational channels, others use newsletters, others don't bother. How do DDA offices handle this problem? Which methods are most effective?
11. DDA careerists who may be going overseas within the next few years are not routinely made aware of general interest administrative matters being discussed with field DDA personnel. Examples are recent changes to cost-of-living allowances and court rulings on business deductions of home leave. Can this communications problem be rectified?
12. Is the Annual Personnel Plan, as currently structured, worth the personnel resources expended to produce it? Can it be restructured to be more meaningful?
13. What is the DCI authority with respect to discharging employees for reasons unrelated to security? What protection do employees have against arbitrary use of this authority? Is this protection adequate?
14. In order to maintain their cover in the course of conducting personal business, employees are often required to utilize their cover employers in filling out documents of a financial nature (leases, mortgages, loans, etc.) and on federal or local government documents. What are the employees legal and financial liabilities in such cases? What support can and does the Agency provide?

21 July 1978

NOTE

SUBJECT: Topics for DDA/MAG Study

1. Viability of the MAG structure: It seems to me, that one topic that is timely and appropriate for study by the DDA/MAG is the viability of the entire MAG structure. This could be accomplished by the DDA/MAG on a Directorate level and proposed for study at the DCI level. Such a study could go far to integrate the various DDA MAG's and increase communication. What are the problems perceived by the various DDA MAG's? What is their authority? Is there adequate backing by senior management or just lip service? Do they provide an adequate means of employee representation? Is there over, or under, representation of some groups?

2. Directorate MBO program: Is this a program which has outlived its usefulness? We spend a great deal of time and effort propounding and messaging these objectives through successive managerial levels, is there any measurable impact from these efforts?

3. Directorate APP and PDP programs: This is another major time consuming effort. However, all too often, in the past, Offices have been inclined to treat the APP and PDP efforts as a bureaucratic exercise with little benefit to the Office. As a consequence, the preparation and submission of these plans is often delegated to the support elements, rather than the managerial elements in the Offices. I am sure that nobody would argue that the purpose of these plans is not valid and needed. The pertinent question, however, is how useful are they, and whether or not they get the job done.



SUBJECT: Topics for DDA/MAG Study

4. Dental Insurance: Although this coverage is suggested almost every year, no definitive results of the resulting studies have ever been published. It has been turned down every year because it is just too costly. Publication of the findings of these studies in a vehicle such as the DCI/MAG newsletter might resolve a lot of employee questions and the constant need to restudy the issue on an informal basis every year.

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ADMAG Action Items

1. MAG newsletter is open to contributions from the Directorate MAGs. I recommend we try to use it. -- Perhaps we could advertise our services there. I personally do not have a strong desire to have a separate ADMAG newsletter.

2. DCIMAG, in their newsletter, requested employee suggestions concerning changes in the personnel system or ways to ensure better implementation of the existing system. -- I recommend we consider ways to better implement the existing system (this is consistent with ADMAG recommendations to DCI of 2 June 1977).

3. Refer our paper on cover problem to the DCI MAG Operations Management Working Group. They are seeking to identify those aspects of the cover problem that are of greatest concern to Agency employees and for which there do seem to be feasible solutions.

4. Ask DCIMAG group if we can staff out any problems they get that are DDA in nature.

5. I recommend we attend our office MAG meetings (I am attending a FINMAG meeting on 18 July).

6. I also recommend that we request to be admitted to the DDA 8:30 Staff meetings. One person per meeting and one time per person.

STATINTL ✓ 7. Discuss [REDACTED] training package. My feeling is that there are already enough courses available to meet needs of the DDA. The problem at least with the lower graded employees is one of management inertia in scheduling training.

✓ 8. I suggest we do a study of flex-time. We should discuss parameters and assign manpower. At least one other MAG is doing an office study of flex-time.

✓ 9. We might consider updating a DCI MAG group study of employee facilities at Agency locations other than Headquarters, i.e., Credit Union, EAA, gym, parking. This might be useful to employees in making decisions on the desirability of assignments to certain locations.

10. We should accept Mr. Blake's suggestion to provide comments to management on employee reaction to new policy.

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POTENTIAL PROJECTS FOR ADMAG

1. Audit Trends & Highlights - Marginal gain.
2. New Hire Orientation Program - Not needed, orientation for new hires (Agency Program) along with whatever each office has is sufficient for the first 24-30 months. Recommend that effort be made to get people into Trends & Highlights earlier in career - Possibly after 24 months on board and NLT first 60 Mos.
3. Training Program (DATP) - Both versions.
4. Space - Need for a space czar to cut across office lines on allocation of space. Possible one Agency wide, to develop standard utilization policy.
5. Act as sounding board for draft versions of notices on policies which might have significant impact on all personnel.
6. Publish/circulate a list within each office of expected vacancies and have available in the CMO Office of each discipline a complete listing of all positions.
7. Comments on fitness reports by senior officers within the individuals career service when they are serving outside of their parent office.
8. Draft a charter (if one does not exist) for ADMAG.

1. Establishment of regional support bases for Latin/South America and Asia similar to that recently established [REDACTED] -- determine needs and feasibility

STATINTL

2. Should the personal property loss/damage claims business of the Agency be moved to the Office of General Counsel (vice Office of Logistics) -- cases seem to be becoming more and more oriented to legal aspects and considerations? [REDACTED]

STATINTL

3. One person observed that the Employee Activity Association sponsors or promotes several activities which are not well advertised and which do not benefit members in outlying buildings (Ames, [REDACTED] etc.). Is there any plan or any way the people outside of the Headquarters Building could be included in more Employee Activity Association activities -- particularly noontime activities.

STATINTL

4. Another disadvantage to employees under cover is that they cannot have U. S. Savings Bonds deducted from their pay. Can this be rectified?
5. What is the Agency housing policy overseas and in the United States? What authorities substantiate policy?
6. Should the DCI assume the additional role of DNI, is there any provision for another EXDIRCOMP or chief-of-staff -- who could make decisions on such matters as acquisition/disposal of space and construction of new facilities? At the present time, all such decisions are perceived as being on crises bases.
7. Many current employee suggestions seem to be part of what was formerly employee responsibility to suggest to superiors and to make improvements in their respective jobs. Is CIA (the U. S. Government) spending too much "incentive" money on employee suggestions which are, in fact, merely job enhancements inherent in employee responsibility?

ITEMS FOR ADMAG CONSIDERATION

1. The Letter of Instruction (LOI) is misunderstood by many employees, or in many cases, not properly administered. Perhaps better guidelines/instructions could be published.
2. Within certain offices and Directorates there appears a need for expanding training courses - especially for clericals. I recommend this be done early-on in a career when it would have greater impact and purpose.
3. When an employee returns to Hqs after having served multiple - consecutive tours overseas, would a re-orientation program provide a channel in which adaptation would be more easily accomplished?
4. Could a ticketron-type facility be implemented at Hqs? If so, I believe many employees and families would benefit by better utilizing the entertainment facilities in this area.

SUGGESTION FOR ADMAG CONSIDERATION

A survey conducted in the fall of 1977 of 157 Office of Security employees, grades 3-15, revealed 79% of the respondents did not feel that the Letter of Instruction (LOI) was a useful and productive mechanism. It would be interesting to determine the reaction of other DD/A components to this procedure. If results are similar, it might be appropriate to recommend the abolishment of LOI's.